

COMMUNITY DEVELOPMENT AND HOUSING

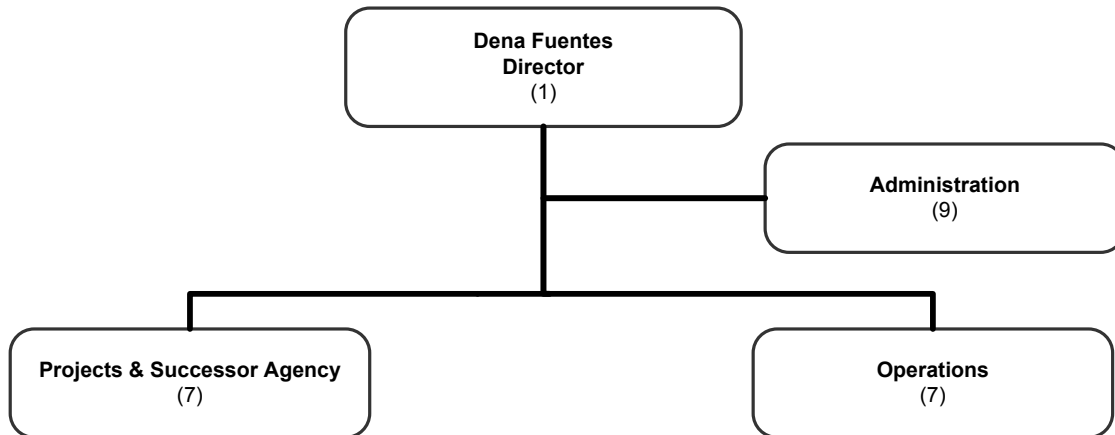
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DEPARTMENT MISSION STATEMENT

Community Development and Housing Department achieves economic and community revitalization through stakeholder collaboration and leveraging of federal, state and local resources.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Utilized Federal Community Development Block Grant (CDBG) program funds, in coordination with 12 cooperating cities, to accomplish the following: total of 12 public facilities constructed or improved; allocated funding to 20 infrastructure improvement projects; completed 7,710 code enforcement inspections; demolished 5 substandard properties; Graffiti Abatement programs restored 9,284 properties.
- Provided Fair Housing and Tenant Landlord counseling to 440 individuals and utilized the Emergency Shelter Grant (ESG) funds to assist 196 households. ESG program goals were modified to work in concert with the Department of Behavioral Health Shelter+Care program to assist families in finding long-term housing.
- Over 7,400 residents received social services from twenty two service providers.
- Completed site assembly of an additional 5 acres for a future Affordable Housing site in the unincorporated community of Bloomington.
- Executed agreements to invest \$950,000 of HOME Investment Partnership Act Grant (HOME) funds to rehabilitate Mountain Breeze Villas Apartments in the City of Highland and create 160 affordable housing units.
- Met expenditure requirements for the Neighborhood Stabilization Programs by investing \$1.9 million in Bloomington Affordable Housing Development and \$2.7 million Fontana Sienna affordable development, which will result in 166 affordable units.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act.
- Received California Department of Financing approval allowing the transfers of \$23 million of unobligated tax allocation bonds to the County for future projects in Cedar Glen and San Savaine communities.

COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

Objective(s): • *Maximize the utilization of Federal and State programs and funding to address the needs of County residents.*

Department Strategy: • *Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serves low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Audit exceptions per Federal audit conducted.	N/A	N/A	0	0
Meet Federal requirement that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	N/A	N/A	Yes	Yes
Percentage of Housing Grant Funds Commitment Deadlines met.	N/A	N/A	100%	100%
Percentage of Federal Housing Grant funds spent by County.	N/A	N/A	100%	100%

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

Objective(s): • *Utilize County programs and resources to support the local economy and maximize job creation.*

Department Strategy: • *Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	43	30	64	50
Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	2,924	3,000	12,000	6,000



COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION

Objective(s): • *Continue the County role of convening conversations on community collaboration and collective action.*

Department Strategy: • *Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Active organizations in the Affordable Housing Collaborative.	33	100	124	124
Activities, events and programs completed by the Affordable Housing Collaborative.	N/A	N/A	3	6

SUMMARY OF BUDGET UNITS

	2014-15					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<u>Special Revenue Funds</u>						
Community Development and Housing	50,187,969	17,689,090		32,498,879		24
Total Special Revenue Funds	50,187,969	17,689,090		32,498,879		24

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	42,021,486	52,046,540	82,924,629	54,431,572	50,187,969
Total	42,021,486	52,046,540	82,924,629	54,431,572	50,187,969

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	24,926,121	32,902,601	36,815,627	19,678,738	17,689,090
Total	24,926,121	32,902,601	36,815,627	19,678,738	17,689,090

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Community Development and Housing	17,095,365	19,143,939	46,109,002	34,752,834	32,498,879
Total	17,095,365	19,143,939	46,109,002	34,752,834	32,498,879



Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

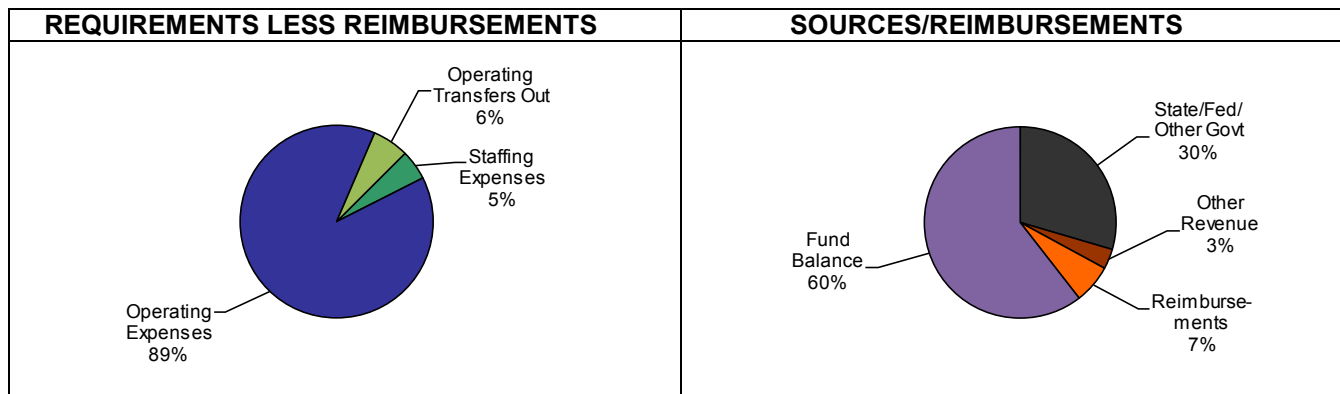
As part of its efforts to reduce foreclosures and stabilize neighborhoods within the County, in 2012, CDH implemented a Homeownership Protection program (Program) to inform homeowners of state and local foreclosure prevention resources. Through a dedicated website, email distribution and social media advertising, the Program provides information on local foreclosure prevention events, financial coaching, home repair workshops, and homebuyer resources for residents as well.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

Budget at a Glance

Requirements Less Reimbursements*	\$53,710,968
Sources/Reimbursements	\$21,212,089
Fund Balance	\$32,498,879
Use of Fund Balance	\$32,498,879
Total Staff	24
*Includes Contingencies	

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2012-13 Final	2013-14 Adopted	2013-14 Modified	2014-15 Recommended					
Regular	15	20	21	20					
Limited Term	3	0	0	4					
Total	18	20	21	24					
Staffing Expenses	\$1,940,490	\$2,302,676	\$2,302,676	\$2,698,685					

ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Economic Development
DEPARTMENT: Community Development and Housing
FUND: Community Development and Housing

BUDGET UNIT: Various
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	2,442,861	1,872,920	1,796,203	2,145,713	2,302,676	2,698,685	396,009
Operating Expenses	18,202,562	29,004,275	25,151,669	16,632,295	42,403,734	47,752,283	5,348,549
Capital Expenditures	0	2,285,449	362,157	1,405,271	4,410,000	0	(4,410,000)
Contingencies	0	0	0	0	6,859,189	0	(6,859,189)
Total Exp Authority	20,645,423	33,162,644	27,310,029	20,183,279	55,975,599	50,450,968	(5,524,631)
Reimbursements	(1,567,356)	(1,913,666)	(5,683,921)	(3,195,738)	(3,886,792)	(3,522,999)	363,793
Total Appropriation	19,078,067	31,248,978	21,626,108	16,987,541	52,088,807	46,927,969	(5,160,838)
Operating Transfers Out	3,269,326	3,823,296	3,997,373	1,022,310	2,342,765	3,260,000	917,235
Total Requirements	22,347,393	35,072,274	25,623,481	18,009,851	54,431,572	50,187,969	(4,243,603)
Sources							
Taxes	570	1,153,330	0	23,910	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	19,275,623	29,251,744	18,371,307	12,988,936	16,894,842	15,874,560	(1,020,282)
Fee/Rate	14,563	13,603	2,048	35,426	0	0	0
Other Revenue	5,072,942	3,046,400	16,327,544	1,518,215	1,908,877	1,614,530	(294,347)
Total Revenue	24,363,698	33,465,077	34,700,899	14,566,487	18,803,719	17,489,090	(1,314,629)
Operating Transfers In	907	320,852	650,425	1,189,409	875,019	200,000	(675,019)
Total Financing Sources	24,364,605	33,785,929	35,351,324	15,755,896	19,678,738	17,689,090	(1,989,648)
Fund Balance					34,752,834	32,498,879	(2,253,955)
Budgeted Staffing					21	24	3

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Requirements of \$50.2 million primarily relate to infrastructure construction projects and community development programs funded by the department, including construction of low, moderate or middle income residential units.

Sources of \$17.7 million primarily represent federal funding for CDBG, HOME, and ESG programs as allocated by formula to the County and participating cities as well as General Fund allocation for Homeowner Foreclosure Prevention activities, loan repayments and interest on fund balance.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.2 million due to the completion of a major Housing and Urban Development program (NSP 3) in 2013-14.

Sources are decreasing by \$2.0 million primarily as a result of the completion of the NSP 3 program, which reduced federal funding by \$3.9 million. This was partially offset by a \$2.9 million increase in other funding, related to anticipated CDBG and Housing development program activities. This reflects the department's strategy to appropriate all funds (including prior year funding) available for development of affordable housing projects. Other revenue decreased by \$294,347 due to anticipated decrease in loan repayments.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 20 are regular positions and 4 are limited term positions.

The budget includes the addition of 1 Housing Project Manager II and 1 limited-term Contract Housing Project Manager II position due to workload requirements. Additionally, 1 filled Staff Analyst II and 1 filled Automated Systems Analyst I positions were transferred from Economic Development to Community Development and Housing in an effort to consolidate the agency's Finance and Administration unit. The department also deleted 1 limited term vacant Real Estate Specialist position.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	10	0	10	7	1	2	10
Projects & Successor Agency	5	2	7	5	0	2	7
Operations	5	2	7	7	0	0	7
Total	20	4	24	19	1	4	24

Administration	Projects & Successor Agency	Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Deputy Director	1 Deputy Director
1 Executive Secretary II	1 Supervising ECD Analyst	2 ECD Analyst II
1 Administrative Supervisor I	3 ECD Analyst II	1 CDH Housing Project Manager
3 Staff Analyst II	1 Housing Project Manager	2 Contract Housing Analyst
1 Fiscal Specialist	1 Contract Housing Project Manager	1 ECD Technician
1 Automated Systems Analyst I	7 Total	7 Total
1 Public Service Employee		
1 Secretary I		
10 Total		

